

City Council Citizen Development  
and Enrichment Committee  
City Council Chambers  
Torrance, California

Members of the Committee:

**SUBJECT: Community Services –Torrance Art Museum Budget**

### **BACKGROUND**

At the May 8, 2012 Budget Hearing, some discussion ensued regarding subsidy levels for several programs; one area mentioned specifically was the Torrance Art Museum (TAM). Staff has provided the following information to show how TAM is staffed and budgeted, including subsidy, and plans to increase revenue. Staff have provided an Organizational Chart and Operational Chart for your review (Attachment A).

The approved annual budget for the TAM is as follows:

Program	Direct Costs	Indirect Costs	Dept.Overhead	City Overhead	Total
TAM	\$128,884	\$56,334	\$10,831	\$10,851	\$206,901

### **Direct Costs**

#### **Torrance Art Museum**

Part Time Staff (2.3 FTE) (does not include benefits) \$ 89,080

- 1 - .8 FTE Recreation Specialist II(1,664 hrs)  
Museum Curator (Pers – no benefits)
- 2 - .5 FTE Recreation Specialist I (999 each)  
Museum Preparator and Museum Assistant Curator
- 1 - .2 FTE Recreation Leader (416 hours)  
Volunteer Coordinator
- 1 - .3 FTE Intern II (624 hours)  
Events Coordinator

Materials and Supplies: \$ 12,000

- Supplies, Special Materials\*
- Canteen (for volunteers)

Professional/Contract Services:	\$ 24,804
▪ Facility Janitorial Services	
▪ Utilities**	
▪ Contract Services	

<b>TOTAL</b>	<b>\$ 125,884</b>
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\*This budget represents a cut of \$3,000, or one fewer exhibition, as a cost saving measure implemented in the 2012-13 year.

### **Indirect Costs**

The Indirect Cost (\$56,334) was developed from a formula that was spread throughout each of the programs in the Cultural Services Division based on their budget size. This formula is made up of the entire divisions overhead costs, including management and clerical staff, employee training, professional memberships, and City Interdepartmental Charges including phone, internet and data service, computer replacement, and liability/insurance funds. Staff took the Total Divisional Overhead costs, which are \$596,931 and divided them between each of the different program areas based on their respective share of total Direct Costs. TAM's allocation of \$56,334 represents 20% of the Division's total indirect overhead costs.

### **ANALYSIS**

The Torrance Art Museum (TAM) at the Joslyn Center opened in October, 2005 after an extensive renovation funded by Proposition 12, the Safe Parks and Clean Water Act, which provided money to restore museums and cultural facilities. Additionally, funding was provided by the City of Torrance, the Torrance Artists Guild and the Joslyn Foundation. TAM consists of a Main Gallery; a smaller gallery identified as Gallery 2; and outside patio. In addition, the front lobby and outside patio serves as a location for temporary art sculptures and outside Gallery 2 serves as an area where artist made videos are exhibited.

TAM is the premiere exhibition space for viewing contemporary art in the South Bay. Having a museum is very prestigious for the City of Torrance and a true benefit for the cultural enrichment of our community. There are very few cities which manage museums.

The mission of TAM is: "To invigorate, delight and fascinate Torrance residents and the South Bay community by exhibiting and interpreting works of visual arts." TAM's goals are :

- To provide opportunity to bring together visual artists and the community
- To foster personal and civic well being by inspiring understanding and appreciation for visual arts
- To promote meaningful experiences in the visual arts to strengthen creative and critical thinking skills
- To build bridges between the visual arts and other disciplines in the humanities and sciences.

During the 2011–2012 fiscal year, 183 artists or groups were shown at TAM in 5 exhibition cycles. Admission to the museum is free, and is staffed with volunteer docents. TAM averages 40 volunteer docents annually who donate approximately 1,400 hours. In order to provide a value for these volunteered hours, staff used the Bureau of Labor Statistics for California rate of \$21.79 per hour, which totals \$30,506. These volunteer docents staff the front desk, answer questions, and assist at openings and other events.

For the last several years a volunteer with TAM, who is a retired Chevron employee, has applied on TAM's behalf for a Chevron Humankind Grant for Good Form, this successful grant generates \$1,000 annually. Additionally TAM receives unsolicited donations on occasion, from community members and groups in appreciation of curator-led tours. The TAM donation account has a balance of \$15,862.03 which is used for various projects and equipment purchases.

To date, TAM has shown 4 out of the internationally recognized Top 10 living artists (as published annually in art magazines such as Artnews, Art Forum and Art In America.) TAM's programming is innovative and influential enough that curatorial staff has been invited to speak on panels at the annual conferences of both the American Association of Museums and the California Association of Museums as well as lecture at Universities in CA, Utah, Arizona, the Netherlands and London. Arguably TAM has the strongest exhibition history for showing Southern California emerging artists in the region. Exhibitions at TAM are regularly featured and reviewed by many art magazines and newspapers, including the LA Times.

TAM is regularly visited by the Emeritus Group of Santa Monica College, the Palos Verdes Art Center, a community organized book group for women, vocational groups serving physically challenged adults, and grade school children. Teachers at the Cultural Arts Center often bring their students to see the exhibitions and use the works to illustrate art making principles and to develop ideas.

This is the third year that TAM has collaborated with the Torrance Artists Guild and the South Bay Watercolor Society to present South Bay Focus, a juried exhibition of artists

residing in the South Bay. Artists submit work for consideration with an entry fee of \$30; the funds are used to pay juror fees and cover other expenses. Any net profit is split

between the three groups equally. The number of submissions for this exhibition has grown from about 100 the first year to over 350 last year; we expect even more this year. Through TAM's leadership in restructuring, this exhibition now provides local artists with a professional credit for their resume, an opportunity to be professionally presented in a museum, and access to prestigious jurors; the community gets to see the best artwork being done locally, presented in a beautiful exhibition space. It has become a sought after exhibition opportunity and a great collaboration with the local community.

TAM currently provides the Stories in Art program as a way to educate community members about art utilizing several different mediums. Stories in Art is funded through Supervisor Don Knabe's Arts Education Partnership Program Grant. This free program is a collaboration between TAM, the Torrance Public Library and visual arts teachers at the Cultural Arts Center and is free to youth. The Library picks one or two stories and creates a book list relating to a predetermined theme identified in the current exhibition. Participants hear the story, then a TAM volunteer docent leads the group through the exhibition explaining key artworks and further developing the theme. Next the group goes to the Children's Art Wing in the Cultural Arts Center and works with one of our art teachers to create an artwork related to the story and exhibition. Each child takes home the reading list and the artwork. The program has been very popular and is generally offered at least once per exhibition cycle to 10 – 25 students.

Also annually staff has successfully applied for and received \$4,000 to fund one seasonal Recreation Assistant from the Getty Foundation Multicultural Undergraduate Internship Program. Having this staff member for the summer has enabled the division to pursue special projects, such as documenting all the public art in Torrance, organizing an exhibition to open in the Armstrong Theatre Lobby in concert with the summer musical, and developing a timeline of cultural milestones for the Cultural Arts Commission's Excellence in Arts program.

A goal of the staff is to generate revenue to assist in covering the costs of operating TAM, and decrease reliance on the General Fund subsidy. To that end, staff has implemented a pilot rental program for the facility. Over the past year, the Parks and Recreation Commission held their annual awards recognition event at TAM in July 2011, the Community Services Department held their annual holiday event at TAM in December 2011, and a rental wedding ceremony took place on the patio on August 4, 2012. Staff have evaluated all of these events and determined that a rental program can successfully be implemented around the exhibitions.

Staff is exploring additional programs such as film screenings, book signings, and panel discussions to enhance revenues, and is researching the feasibility of creating a virtual store. The current vacant .3FTE Intern II position will be used to coordinate these revenue enhancing opportunities.

## **RECOMMENDATION**

Staff recommends that the Cultural Arts Commission address and report back to your Honorable Body the following:

1. Develop a revenue plan that includes potential start up costs with projected revenues;
2. Engage the community to review TAM's current mission and goals to reaffirm or suggest changes.

Respectfully submitted,



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John Jones  
Community Services Director

CONCUR:



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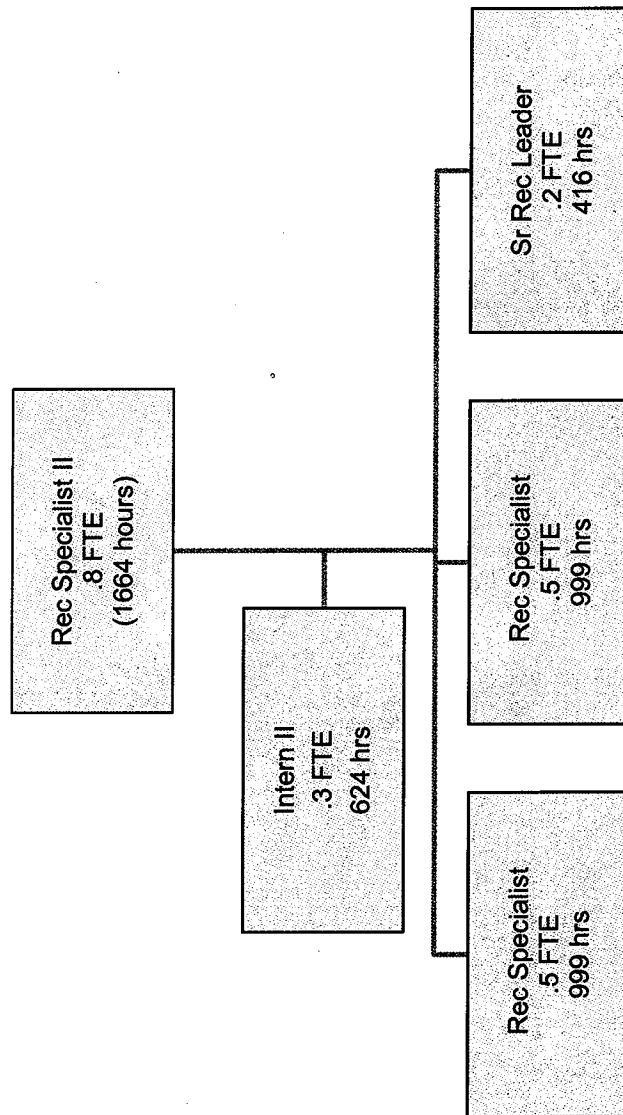
LeRoy J. Jackson  
City Manager

Attachment:

A. Torrance Art Museum Organizational Chart with Operations Chart

JJ:EVR:dc/restricted/commission/citycouncilcommittee/TAMbudget

# Torrance Art Museum Organizational Chart



**TORRANCE ART MUSEUM OPERATIONAL CHART**

